



Facilitation Tools for Lean Practitioners

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KnightVantage
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THE COSMOPOLITAN
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ACHIEVE^{AV}

PROGRESSST

As a Facilitator...



Role of the Facilitator

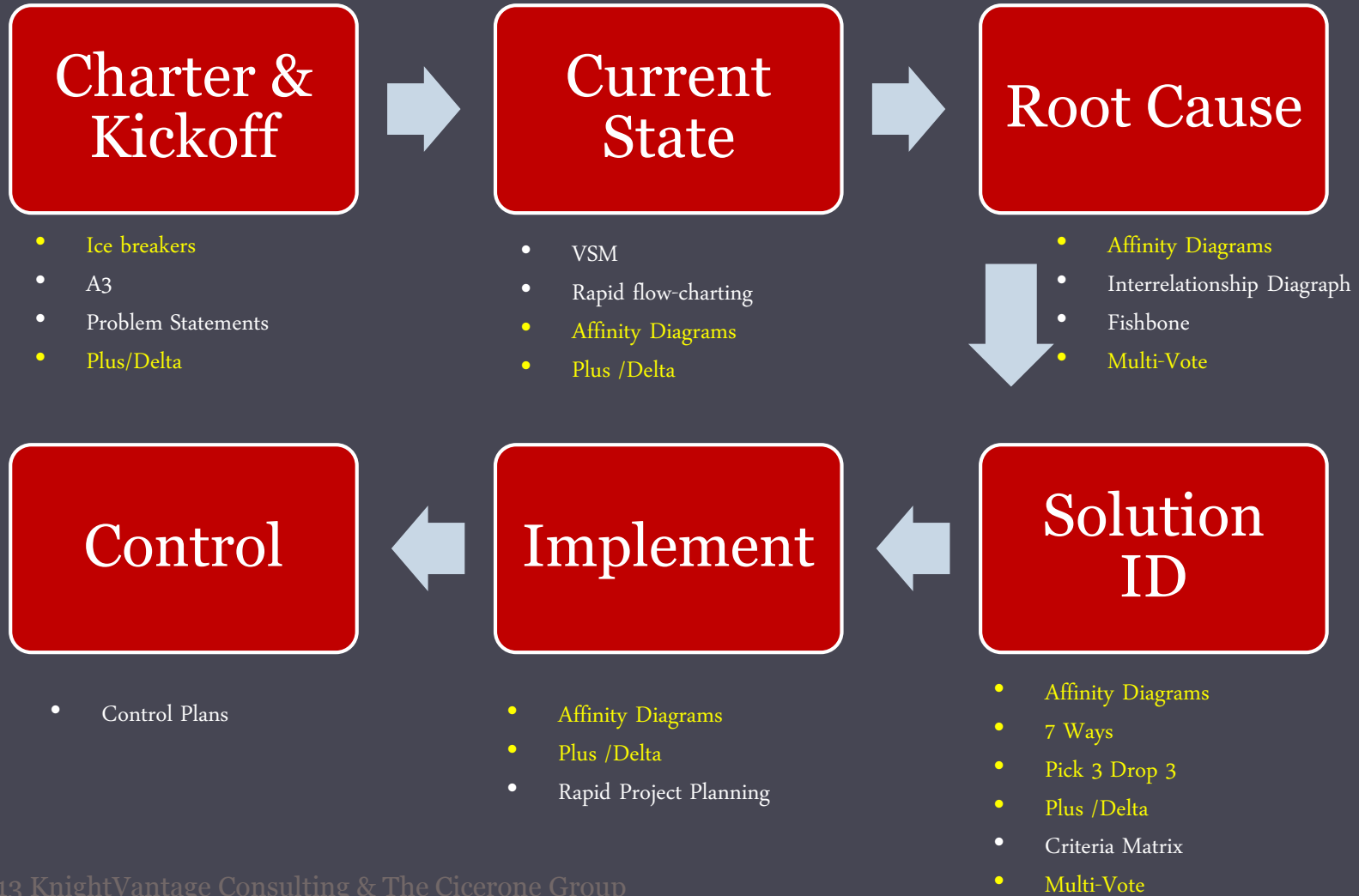
- Keeper of the process
- Draws out ideas and opinions
- Communications manager
- Occasional referee
- Process developer
- Builder of consensus



Expanding Your Toolkit



Common Lean Steps & Tools





Tool #1: Ice Breakers

Human Poll



Ice Breakers



Purposes:

1. Build rapport
2. Focus attention
3. Energize

Requirements:

1. Actively involve everyone
2. Uses existing knowledge
3. Relevant to the meeting topic or group need



Tool #2: Brainstorming

Brainstorming Variations



Purposes:

1. Encourage creativity
2. Generate as many ideas as possible in a short amount of time

■ Variations

- ☐ Popcorn
- ☐ Sticky note
- ☐ Round robin
- ☐ Subgroup

Subgroup Brainstorming



Step 1: Divide large group into subgroups of 2-4 participants

Step 2: State topic, give time limit and ask each group to choose a recorder/reporter

Step 3: Subgroup generates a list

Step 4: Go around the room; each reporter shares one idea

Step 5: Repeat until all ideas have been shared



Tool #3: Affinitizing

Affinity Diagrams - Grouping



Purposes:

1. Draws out common themes from a large amount of information
2. Discover previously unseen connections between various ideas or information
3. Brainstorm root causes and solutions to a problem

Affinity Diagrams

Step 1: Brainstorm on stickies (one idea per sticky).

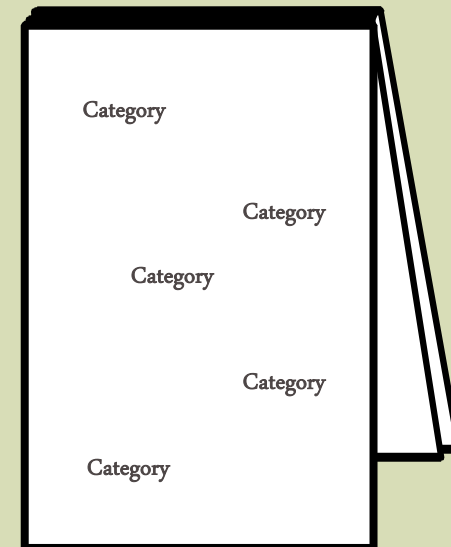
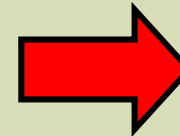
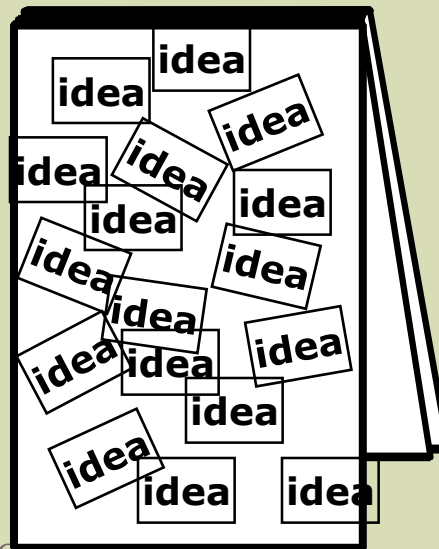
Step 2: Place all stickies on a wall

Step 3: Arrange the stickies in “like” or affinity groups

Step 4: Label each affinity group. 5-12 categories is ideal

Step 5:

Discuss to ensure everyone
sees each group the same way





Tool #4: Prioritizing

Prioritizing Options



Purpose: Evaluate or rank preferences of the group

■ **Options:**

- Multivoting
- Options Comparison Grid
- Criteria Matrix
- Nominal Group Technique
- Pick 3, Drop 3

Pick 3 - Drop 3

Step 1: Select 3 options from the list that you believe would be most effective to implement – green dot or checkmark

Step 2: Select 3 ideas that you think should be deleted – red dot or X

Step 3: May repeat process to narrow further





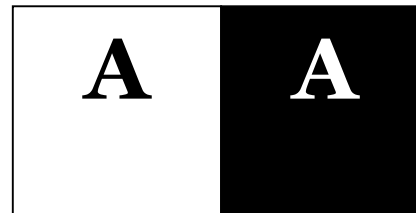
Tool #5: Generating Solutions

Creativity Options

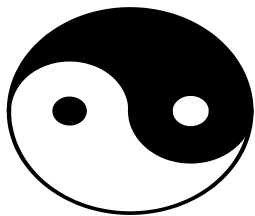
7 Ways



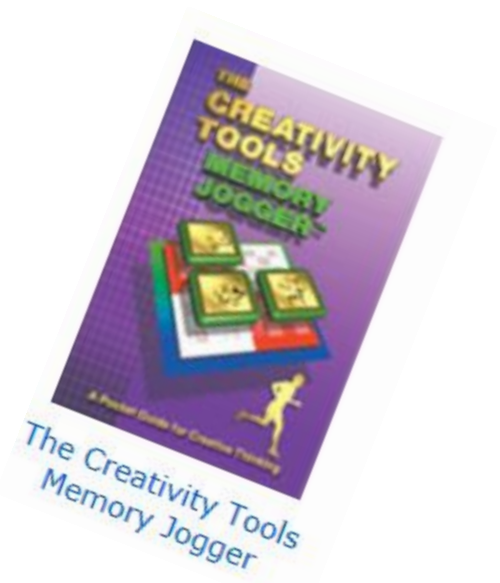
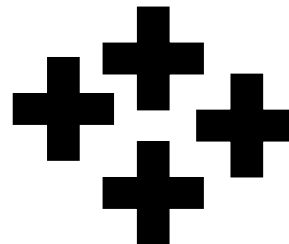
Analogy



Anti-Solution



For-ness



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7 Ways



Purpose: Lean Tool that forces team members to come up with as many ideas as possible to solve a problem or create a new process.

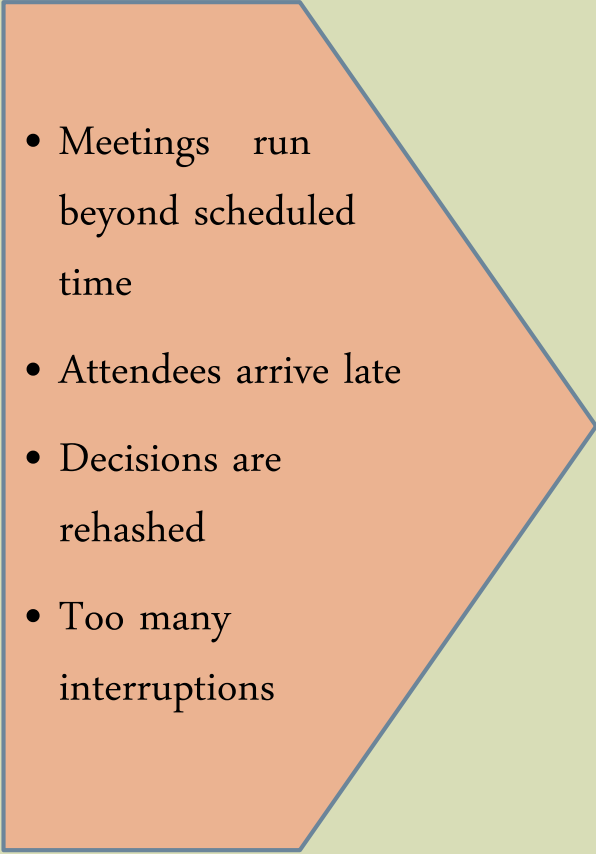
Step 1: Record description or list of issues related to the problem

Step 2: Brainstorm at least seven solutions to the problem

Step 3: Select the best solution(s) to resolve the problem

7 Ways Example

Decrease time spent in meetings

- 
- Meetings run beyond scheduled time
 - Attendees arrive late
 - Decisions are rehashed
 - Too many interruptions

- 1) Table long discussions
- 2) Prepare agendas and send in advance
- 3) Set up team ground rules
- 4) Ensure critical topics are discussed first
- 5) Establish guidelines for meeting content and what can be communicated in other ways
- 6) Record on flipchart decisions made and action items
- 7) Review who attends and ensure all are necessary



Tool #6: Process Check

Process Check Options



Purpose: Get feedback about the meeting effectiveness

■ Options

☐ Fist to Five

☐ 3 words

☐ Survey

☐ Buzz Groups

☐ One Sentence

☐ Plus - Deltas

Let's Process Check Today...



Plus/Delta



+

- What went well

Δ

- What you would change

Questions



Thank you!

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Under State Lean contract